

Budget Book 2017/18



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GENERAL FUND REVENUE BUDGET SUMMARY

	2016/17 £'000	2017/18 £'000	Movement £'000
1 Employee Costs	8,322	8,752	430
2 Premises	773	725	(48)
3 Supplies & Services	3,543	4,083	540
4 Transport	331	335	3
5 Contracts	3,020	3,078	58
6 Third Party Payments	18,250	16,964	(1,286)
7 Income	(27,156)	(25,497)	1,659
8 Transfers to HRA / Capital (recharge model)	(1,214)	(1,298)	(84)
9 Capital charges & Investment Income	683	65	(618)
10 <u>Transfers to Reserves</u>			
(a) New Homes Bonus	2,641	2,028	(613)
(b) S31 Business Rates Grant	569	600	31
(c) Other	110	99	(11)
Service Cost	9,873	9,934	60
11 Grants to parishes (LCTS)	45	-	(45)
12 Transformation Fund -Delivery Plan Projects	2,000	-	(2,000)
Net Service Cost	11,919	9,934	(1,984)
13 Transformation Fund - Staffing (NHB)	(427)	(490)	(63)
14 Transformation Fund - Delivery Plan projects (NHB)	(2,000)	-	2,000
15 Transformation Fund - Community Capacity Building (NHB)	-	(250)	(250)
16 Transfers from Reserves - earmarked	(82)	(82)	-
17 New Homes Bonus to balance budget	(110)	(267)	(157)
18 Deficit / (Surplus) on Collection fund	(120)	(89)	31
19 Revenue Support Grant (RSG)	(918)	(371)	547
20 Baseline business rates	(2,081)	(2,124)	(42)
21 Business rates – growth/pooling benefit	(79)	(79)	-
22 Transition Grant	(39)	(39)	-
23 Rural Services Support Grant	(430)	(347)	82
24 Council Tax	(5,632)	(5,797)	(165)
Total Funding	(11,919)	(9,934)	1,984
25 Shortfall in funding / (Surplus Funds)	-	-	-

Council Tax Base	(35,336)	(35,786)	(450)
Council Tax for Band D Property	159.36	161.97	2.61
Council Tax	(5,632)	(5,796)	(164)

GENERAL FUND BUDGET - Services and Activities Summary

	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Planning for Growth								
Growth and Sustainable Planning	808	0	216	20	0	0	(661)	384
Business Improvement	31	0	0	1	0	0	0	32
Sustainable Environment	460	0	37	16	0	0	(6)	506
Strategic Planning	763	0	154	9	0	0	(20)	906
TOTAL	2,062	0	407	47	0	0	(687)	1,829
Supported Living								
Private Sector Housing	73	1	29	4	0	0	(2)	106
Housing Options	156	4	100	6	0	0	(88)	178
Property Services	321	277	90	21	0	0	(486)	223
TOTAL	550	282	220	32	0	0	(577)	507
Environment and Projects								
Building Control	432	0	13	25	0	0	(461)	9
Waste Services	203	2	654	7	1,797	0	(1,909)	754
Food and Safety	233	0	56	10	0	0	(28)	270
Leisure	0	36	445	0	0	0	(40)	441
TOTAL	868	38	1,168	42	1,797	0	(2,438)	1,474
Communities and Public Access								
Customer Services	407	0	2	3	0	0	0	411
Strong and Safe Communities	257	0	586	6	0	0	(8)	840
Countryside and Public Realm	998	266	237	127	3	0	(1,114)	517
Policy and Strategy (Health and Well Being)	92	0	10	4	0	0	0	107
TOTAL	1,754	266	835	139	3	0	(1,122)	1,874
Investment and Commercial Delivery								
Open for Business	266	7	83	7	0	0	(175)	187
Housing and Regeneration	115	12	4	1	0	0	(11)	121
TOTAL	381	20	87	7	0	0	(186)	308
Corporate Resources								
HR and Organisational Development	367	0	32	1	0	0	0	401
Financial Services	1,158	119	175	38	1,051	16,964	(20,116)	(611)
Commissioning and Procurement	136	0	18	1	0	0	0	155
Senior Leadership Team	621	0	41	10	0	0	(33)	639
TOTAL	2,282	119	266	50	1,051	16,964	(20,149)	584
Law and Governance								
Information Management and ICT	382	0	430	1	228	0	(246)	795
Internal Audit	72	0	1	0	0	0	0	73
Democratic Services	172	0	400	16	0	0	(7)	582
Business Improvement	108	0	8	1	0	0	0	117
Shared Legal Services	120	0	262	0	0	0	(85)	297
TOTAL	854	0	1,100	19	228	0	(338)	1,864
TOTAL	8,752	725	4,083	335	3,078	16,964	(25,497)	8,441

GENERAL FUND BUDGET - Planning for Growth

Growth and Sustainable Planning	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Development Management	773	0	216	20	0	0	(661)	350
Development Management - Transformation	34	0	0	0	0	0	0	34
	808	0	216	20	0	0	(661)	384

Business Improvement	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Business Improvement	31	0	0	1	0	0	0	32
	31	0	0	1	0	0	0	32

Sustainable Environment	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Abandoned Vehicles	0	0	1	0	0	0	0	1
Climate Change and Sustainability	0	0	6	0	0	0	0	6
Dog Control	0	0	8	0	0	0	0	8
Environmental Protection	301	0	15	10	0	0	(6)	319
Planning Enforcement	159	0	7	6	0	0	0	172
	460	0	37	16	0	0	(6)	506

Strategic Planning	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
CIL	87	0	0	0	0	0	0	88
Conservation	176	0	0	5	0	0	0	182
Development Policy and Local Plans	448	0	87	2	0	0	0	537
Housing Enabling	0	0	10	0	0	0	0	10
Neighbourhood Planning Grants - General	0	0	11	0	0	0	(20)	(9)
Social Housing	51	0	4	1	0	0	0	57
Strategic Planning General	0	0	1	0	0	0	0	1
Local Plans	0	0	41	0	0	0	0	41
	763	0	154	9	0	0	(20)	906

TOTAL	2,062	0	407	47	0	0	(687)	1,829
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GENERAL FUND BUDGET - Supported Living

Private Sector Housing	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Housing Standards	73	1	17	4	0	0	0	96
Other Housing Matters	0	0	10	0	0	0	0	10
Other Housing Services	0	0	2	0	0	0	(2)	0
	73	1	29	4	0	0	(2)	106

Housing Options	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Homelessness Leased Accommodation	0	0	7	0	0	0	(7)	0
Homelessness Private Sector Rent Deposit Scheme	113	0	93	3	0	0	(77)	131
	43	4	0	3	0	0	(4)	47
	156	4	100	6	0	0	(88)	178

Property Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Asset Management	27	0	20	0	0	0	(4)	42
Capital Projects - Technical Staff	255	0	0	17	0	0	0	272
Creting Road Depot	0	60	12	0	0	0	0	71
Headquarters General	39	217	35	2	0	0	(63)	230
Pool Cars	0	0	0	3	0	0	0	3
PV Panels	0	0	24	0	0	0	(419)	(395)
	321	277	90	21	0	0	(486)	223

TOTAL	550	282	220	32	0	0	(577)	507
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GENERAL FUND BUDGET - Environment and Projects

Building Control	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Commercial Income	0	0	2	0	0	0	(24)	(22)
Building Regulations: chargeable service	299	0	4	17	0	0	(411)	(90)
Building Regulations: non-chargeable service	68	0	0	4	0	0	0	72
Building Regulations: other activities	41	0	0	2	0	0	0	44
Street Naming and Numbering	24	0	7	1	0	0	(26)	6
	432	0	13	25	0	0	(461)	3

Waste Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Bring Sites	10	0	79	0	0	0	(155)	(66)
Domestic Waste	127	2	237	6	1,420	0	(495)	1,297
Garden Waste	51	0	198	0	318	0	(917)	(350)
Recycling Centre	0	0	1	0	0	0	(2)	(1)
Trade Waste	15	0	140	0	59	0	(340)	(126)
	203	2	654	7	1,797	0	(1,909)	754

Food & Safety	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Animal Welfare Licensing	0	0	1	0	0	0	(4)	(3)
Food & Safety (General)	233	0	3	10	0	0	(19)	228
Food Safety	0	0	1	0	0	0	0	1
Land Drainage	0	0	45	0	0	0	0	45
Water Sampling	0	0	5	0	0	0	(5)	(0)
	233	0	56	10	0	0	(28)	270

Leisure	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Leisure Contract	0	16	445	0	0	0	(35)	426
Stowmarket Football Ground	0	20	0	0	0	0	(5)	15
	0	36	445	0	0	0	(40)	441

TOTAL	868	38	1,168	42	1,797	0	(2,438)	1,468
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GENERAL FUND BUDGET - Communities and Public Access

Public Access	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Customer Services	407	0	2	3	0	0	0	411
	407	0	2	3	0	0	0	411

Strong and Safe Communities	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Business Performance	0	0	16	0	0	0	0	16
Civil Protection and Emergency Planning	0	0	25	0	0	0	0	25
Community Development	93	0	0	3	0	0	(8)	89
Communications	78	0	6	0	0	0	0	84
Community Achievement Awards	0	0	3	0	0	0	0	3
Community Safety-General	35	0	19	1	0	0	0	54
Grants and Contributions	31	0	505	1	0	0	0	537
The Arts	20	0	8	1	0	0	(1)	28
Wingfield Barns	0	0	6	0	0	0	0	6
	257	0	586	6	0	0	(8)	840

Countryside and Public Realm	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
A14 Cleansing	0	0	0	9	0	0	(43)	(34)
Car Parks General	38	201	40	3	0	0	(668)	(385)
Community Development -Countryside	89	28	26	6	0	0	(10)	139
Eye Castle Project	0	0	3	0	0	0	(3)	0
Footpaths	21	0	3	1	0	0	(11)	14
Open Spaces	492	10	59	48	1	0	(238)	373
Public Conveniences	0	14	0	0	0	0	0	14
Public Tree Programme	52	5	1	4	2	0	0	64
Street and Major Road Cleansing	306	0	105	56	0	0	(140)	326
	998	266	237	127	3	0	(1,114)	551

Policy and Strategy (Health & Well Being)	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Policy and Strategy (Health and Well Being)	92	0	10	4	0	0	0	107
	92	0	10	4	0	0	0	107

TOTAL	1,754	266	835	139	3	0	(1,122)	1,909
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GENERAL FUND BUDGET - Investment and Commercial Delivery

Open for Business	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Alcohol, Entertainments and Late Night Refreshment	30	0	0	0	0	0	(69)	(39)
Economic Development	110	0	18	5	0	0	0	133
Gambling and Small Lotteries	41	0	0	1	0	0	(5)	37
South and Heart of Suffolk Marketing Campaign	0	0	20	0	0	0	(8)	12
Stowmarket Tourist Information Centre	76	7	26	0	0	0	(41)	69
Taxi and Private Hire Licensing	9	0	10	0	0	0	(53)	(34)
Tourism General	0	0	9	0	0	0	0	9
	266	7	83	7	0	0	(175)	187

Housing and Regeneration	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Housing and Regeneration	95	4	4	1	0	0	0	104
Mid Suffolk Business Park	0	8	0	0	0	0	(11)	(3)
Capital Investment Strategy	20	0	0	0	0	0	0	20
	115	12	4	1	0	0	(11)	121

TOTAL	381	20	87	7	0	0	(186)	308
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GENERAL FUND BUDGET - Corporate Resources

HR and Organisational Development	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Health & Safety	26	0	2	0	0	0	0	28
Organisational Development	341	0	30	1	0	0	0	372
	367	0	32	1	0	0	0	401

Financial Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Bank Charges	0	0	60	0	0	0	(6)	54
Contingencies/Savings Adjustments	68	0	0	0	0	0	0	68
Revenues and Benefits	0	0	0	0	0	16,964	(17,483)	(518)
Early Retirement - Pension Direct Charges	34	0	0	0	0	0	0	34
External Audit	0	0	62	0	0	0	0	62
Financial Services	358	0	29	4	0	0	0	390
Insurance Premiums	96	119	3	34	0	0	0	253
Pay Inflation and Increment Costs	(100)	0	0	0	0	0	0	(100)
Shared Revenues Partnership	0	0	0	0	1,051	0	0	1,051
Treasury Management	0	0	21	0	0	0	0	21
Pension Lump Sum Deficit	702	0	0	0	0	0	0	702
New Homes Bonus	0	0	0	0	0	0	(2,028)	(2,028)
Section 31 Grant	0	0	0	0	0	0	(600)	(600)
	1,158	119	175	38	1,051	16,964	(20,116)	(611)

Commissioning and Procurement	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Central Stationery and Equipment	0	0	14	0	0	0	0	14
Commissioning and Procurement	136	0	4	1	0	0	0	141
	136	0	18	1	0	0	0	155

Senior Leadership Team	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Senior Leadership Team	621	0	41	10	0	0	(33)	639
	621	0	41	10	0	0	(33)	639

TOTAL	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
	2,282	119	266	50	1,051	16,964	(20,149)	584

GENERAL FUND BUDGET - Law and Governance

Information Management and ICT	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
ICT	244	0	407	1	228	0	0	880
Information Management	91	0	0	0	0	0	0	91
Land Charges	0	0	23	0	0	0	(246)	(223)
ICT Transformation Programmes	47	0	0	0	0	0	0	47
	382	0	430	1	228	0	(246)	795

Internal Audit	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Internal Audit	72	0	1	0	0	0	0	73
	72	0	1	0	0	0	0	73

Democratic Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Central Postal Services	10	0	51	0	0	0	0	61
Central Printing	13	0	27	0	0	0	(3)	37
Cost of Democracy	(155)	0	269	15	0	0	(1)	128
Elections	47	0	0	0	0	0	0	48
Electoral Registration	41	0	49	0	0	0	(2)	88
Governance	214	0	4	0	0	0	0	218
Village of the Year	0	0	1	0	0	0	0	1
	172	0	400	16	0	0	(7)	582

Business Improvement	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Business Improvement	108	0	8	1	0	0	0	117
	108	0	8	1	0	0	0	117

Shared Legal Services	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
Shared Legal Services	120	0	262	0	0	0	(85)	297
	120	0	262	0	0	0	(85)	297

TOTAL	Employee Costs £'000	Premises Costs £'000	Supplies & Services £'000	Transport Costs £'000	Major Contracts £'000	Third Party Payments £'000	Income £'000	Net Expenditure £'000
	854	0	1,100	19	228	0	(338)	1,864

HOUSING REVENUE ACCOUNT 2017/18

	2016/17 £'000	2017/18 £'000
Income		
Dwelling Rent and Other Income	(15,424)	(15,551)
Less Bad Debt Provision	75	111
Interest Income	(15)	(27)
Gross Income	(15,364)	(15,467)
	2016/17 £'000	2017/18 £'000
Expenditure		
Repairs and Maintenance, Management and Other Costs	6,070	6,135
Capital Charges (funding the capital programme)	3,017	3,042
Depreciation	3,406	3,407
Borrowing / Financing Costs	3,733	3,597
Gross Expenditure	16,226	16,181
Net Operating Income	862	714
(Surplus)/Deficit for the Year	862	714

MID SUFFOLK CAPITAL PROGRAMME 2017/18 - 2020/21	2017/18	2018/19	2019/20	2020/21	TOTAL BUDGET (over 4 years)	Capital Receipts	Reserves	Revenue Contributions	Government Grants	S106	Borrowing	Total Financing
GENERAL FUND	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£000's	£'000	£'000	£'000	£'000
Supported Living												
Mandatory Disabled Facilities Grant	300	300	300	300	1,200				1,076		124	1,200
Discretionary Housing Grants	100	100	100	100	400						400	400
Empty Homes Grant	100	100	100	100	400						400	400
Total Supported Living	500	500	500	500	2,000	0	0	0	1,076	0	924	2,000
Strategic Planning												
Grants for Affordable Housing	250	250	250	250	1,000						1,000	1,000
Total Strategic Planning	250	250	250	250	1,000	0	0	0	0	0	1,000	1,000
Environment and Projects												
Replacement Refuse Freighters - Joint Scheme	170	0	170	170	510						510	510
Recycling Bins	100	100	100	100	400						400	400
Total Environmental Services	270	100	270	270	910	0	0	0	0	0	910	910
Communities and Public Access												
Planned Maintenance / Enhancements - Car Parks	204	162	125	109	599						599	599
Streetcare - Vehicles and Plant Renewals	81	44	44	44	213						213	213
Play Equipment	25	25	25	25	100						100	100
Community Development Grants	189	189	189	189	756						756	756
Total Communities and Public Access	499	420	383	367	1,668	0	0	0	0	0	1,668	1,668
Leisure Contracts												
Mid Suffolk Leisure Centre - structural repairs	43	0	0	0	43						43	43
Mid Suffolk Leisure Centre - roofing	170	440	0	0	610						610	610
Mid Suffolk Leisure Centre - general repairs	200	95	0	0	295						295	295
Mid Suffolk Leisure Centre - car park	120	60	0	0	180						180	180
Stradbroke Pool - general repairs	98	30	35	0	163						163	163
Total Leisure Contracts	631	625	35	0	1,291	0	0	0	0	0	1,291	1,291
Capital Projects												
HQ - Equipment Renewals	20	0	0	0	20						20	20
Planned Maintenance - Corporate Buildings	82	80	80	80	322						322	322
Carbon Reduction	50	50	50	50	200						200	200
Total Capital Projects	152	130	130	130	542	0	0	0	0	0	542	542
Investment and Commercial Delivery												
Open for Business	30	30	30	30	120						120	120
Land assembly, property acquisition and regeneration opportunities	1,925	1,925	1,925	1,925	7,700						7,700	7,700
Total Investment and Commercial Delivery	1,955	1,955	1,955	1,955	7,820	0	0	0	0	0	7,820	7,820
Corporate Resources												
ICT - Hardware / Software costs	763	200	200	200	1,363	95					1,268	1,363
Total Corporate resources	763	200	200	200	1,363	95	0	0	0	0	1,268	1,363
Total General Fund Capital Spend	5,019	4,180	3,723	3,672	16,593	95	0	0	1,076	0	15,423	16,593
MID SUFFOLK CAPITAL PROGRAMME 2017/18 - 2020/21												
HOUSING REVENUE ACCOUNT	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£000's	£'000	£'000	£'000	£'000
Capital Projects												
Planned maintenance	3,321	2,891	2,848	2,748	11,808	2,196	2,657	6,955				11,808
ICT Projects	85	0	0	0	85	0	0	85				85
Environmental Improvements	40	40	40	40	160	0	120	40				160
Disabled Facilities work	200	200	200	200	800	49	600	151				800
New build programme inc acquisitions	4,432	4,906	4,916	3,783	18,038	700	14,273	2,950	115			18,038
Total HRA Capital Spend	8,078	8,037	8,004	6,771	30,891	2,945	17,650	10,181	115	0	0	30,891
Total Capital Spend	13,097	12,217	11,727	10,443	47,484	3,040	17,650	10,181	1,191	0	15,423	47,484

RESERVES

GENERAL FUND

Estimated Balance 31 Mar 2017 £'000	2017/18		Estimated Balance 31 Mar 2018 £'000
	Transfer into reserves £'000	Use of reserves £'000	

Contingency Reserves

General Fund Working Balance / Reserve

(1,052)			(1,052)
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Earmarked reserves

S106 Agreements

Welfare Reforms

Elections

Repairs and Renewals Fund

Business Rates Equalisation Reserve

Other service specific funds;

Planning, Housing, Waste and Other Services /
Activities

Sub total

Transformation Fund

(328)			(328)
(211)			(211)
(48)	(15)		(63)
(285)	(75)	82	(278)
(696)			(696)
(1,022)	(9)		(1,031)
(2,590)	(99)	82	(2,607)
(8,872)	(2,628)	1,007	(10,493)

(11,462)	(2,727)	1,089	(13,100)
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